

2005 ARMY ACQUISITION WORKFORCE CONFERENCE



<http://asc.army.mil>

Transforming the Organizations, Leaders & Workforce of Tomorrow

Transformation Community Update

MAJ Joy Kollhoff
AAC Transformation Project Lead

Agenda

- AAC Transformation Campaign
- Achievements of Year #1
- Focus for Year #2
- Transformation Conference Activities
- Break
- Change Leadership Training

Message from the Senior Sponsor for AAC Transformation

MILDEP'S INTENT

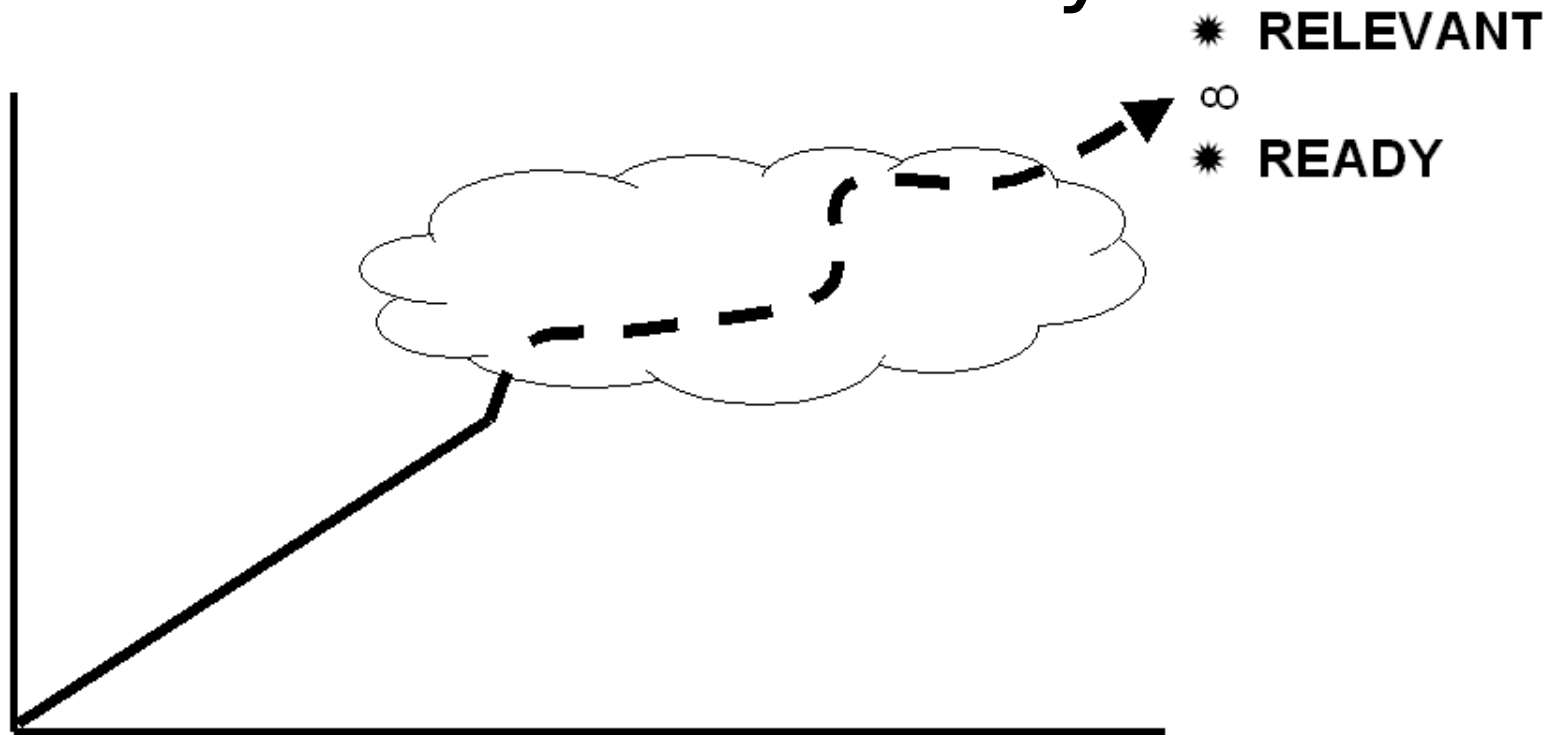
- "MILDEP's Intent:** The Army Acquisition Corps (AAC) shall transform itself in accordance with the Chief of Staff of the Army's guidance, ***Transformation Road Map 2003***.
- To be successful in this endeavor we shall develop **DTLOMS-PF solutions** that fully integrate the AAC as a core capability within the Army and Joint war fighting community, to include: validation as a Branch and/or a core capability; building a Proponency and strategic alliances with G-3, G-4, G-6, and G-8, the Army Knowledge environment, the Training and Doctrine Command (TRADOC), Army Materiel Command (AMC), the Army Logistics Enterprise, Defense Contract Management Agency (DCMA), Army Test and Evaluation Command (ATEC); and full participation and integration in common military decision making processes (MDMP) at the strategic, operational, and tactical levels.
 - The AAC shall develop flexible acquisition officers and civilian leaders that possess a diverse and well-rounded background in the supporting functions and phases of acquisition who are prepared to **lead** any complex, multi-functional acquisition command, agency, organization, or team supported by a functionally expert, relevant, and ready workforce.
 - The critical outcomes of the AAC Transformation will be a well-developed **core capability** in acquiring the **"M" in DTLOMS-PF, i.e., materiel, sustainment and service solutions** for the Current and Future Force that possesses a joint, multi-agency, and multi-national footprint with an equally critical mission to provide **full spectrum acquisition support**, inserting those materiel and service solutions across the full spectrum of military operations.
 - Included in this core Army capability are **all elements of the AAC workforce**, i.e., military and civilian, contractors on the battlefield, and in-the-zone industrial base

Why Transform?

- The increasing complexity of warfare technology.
- Continuously high optempo/perstempo.
- Random/uncertain threat with a mandate for full spectrum warfighting capability, to include full spectrum acquisition support.
- Joint/Expeditionary mindset.
- Unit manning/unit set fielding.
- Unit of Employment that includes Special Operations, Civil Affairs, and **other capabilities**.

❖ We must align with Army Transformation efforts

Era of Uncertainty



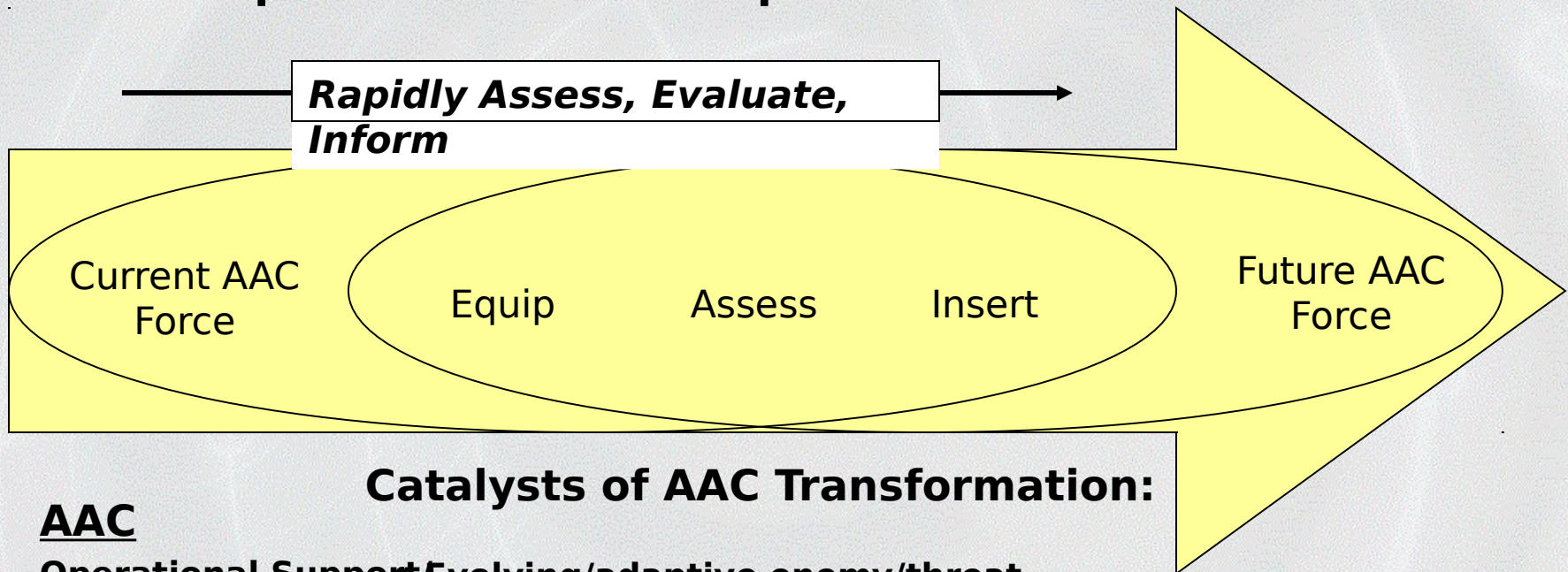
Balance Army Core Competencies and Capabilities:

- Train and Equip Soldiers and Grow Leaders
- Provide Relevant and Ready Land Power Capability to the Combatant Commander and the Joint Team

Transformation Strategic Goal

Align and Horizontally Integrate
AAC with the Overall Army
Transformation Campaign

Acquisition Corps Transformation



Catalysts of AAC Transformation:

AAC

Operational Support/Evolving/adaptive enemy/threat

Perceived as:

Institutional Army

(needs to change)

- Increased agile and decisively lethal US Army
- Rapid rate of technological change
- New demands for full spectrum acquisition support and substantial technical reach-back
- Increasing dependency on global industry, commercial solutions, and contractors on the battlefield

Transformed
Core ALT
Capability

Transformation Strategic Objectives...

- Establish an Army ALT Core Capability
- Develop Flexible Well-Rounded Leaders Prepared to Lead As Required
- Develop an Expert, Relevant, Ready Workforce

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COL Dellarocco



ME

You

LTG Yakovac

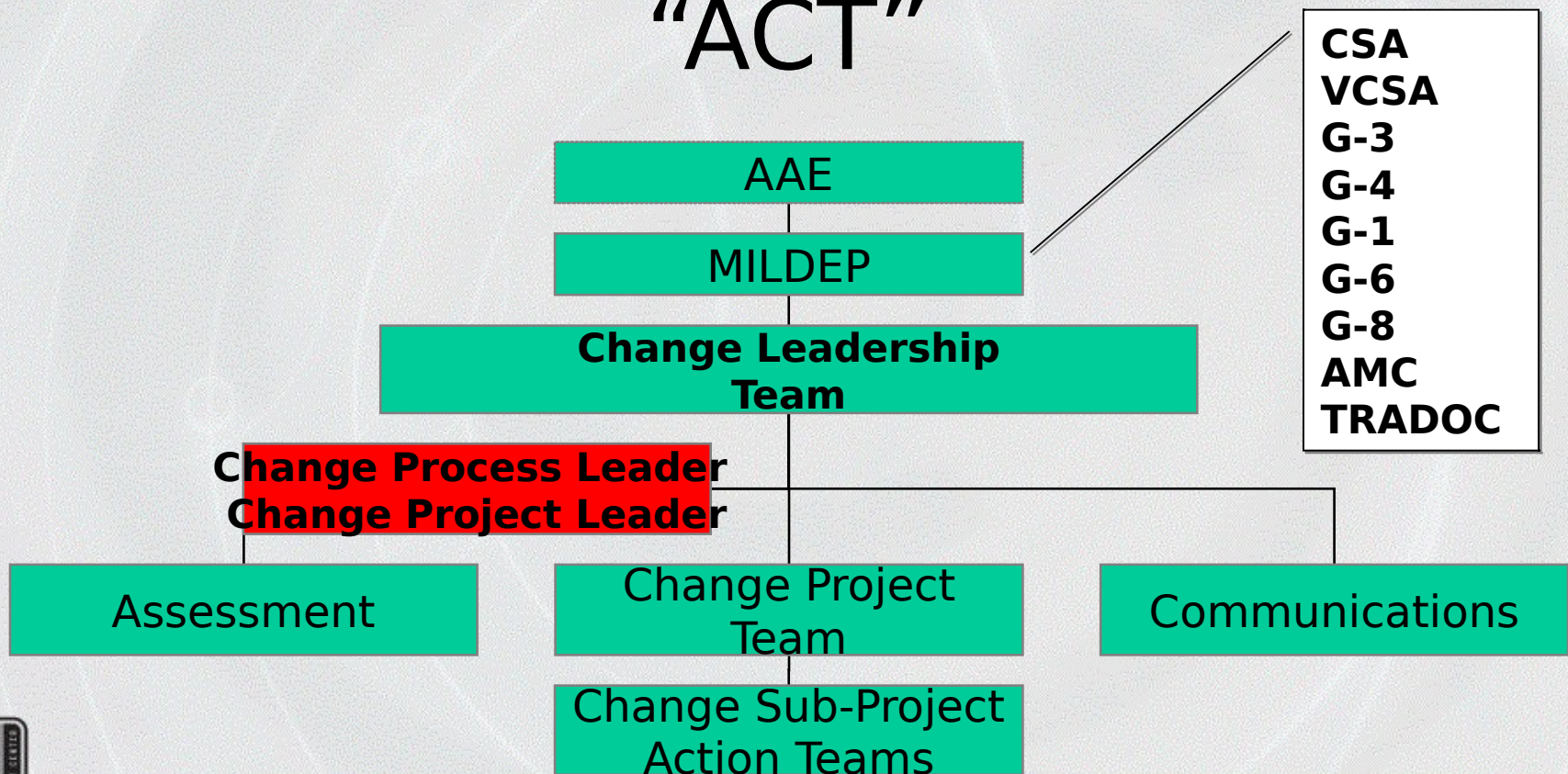
Meet the MILDEP:
Will have a Yak
Time, a Yakovac Time,
We'll Have a Gay
Ole Time!!!

-Flinstones

Are we there Yet?

I don't know but
we sure are moven!!!

AAC Transformation Team “ACT”



First Year Transformation Focus...

- **Transformation Launch and Low Lying Fruit**
 - Vetted Initial Efforts through Community Feedback Workshops
 - Put “Personal” Back into Personnel – Flow-Down of OER Rating Schemes
 - Rewrote DA PAM 600-3 to Reflect Move to Diversified Leader Development
 - Removed Mobility Clause and Achieved Initial DAWIA Reform
- **Strategic Alliances**
 - Put in Place LCMC MOA
 - Achieved CASCOM Acceptance as ALT Proponency Sponsor and Integrator
 - Established the MILDEP as a Provisional Dual DCG of AMC
- **Concept Development**
 - Developed the Military Regional Rotational Developmental Assignment Program
 - Developed the Civilian Regional Rotational Developmental Assignment Program
- **AAC as a “Player – An Army Capability”**
 - Chartered a Combined AL&T Design Team between AMC and ASA(ALT)
 - Developed a Multi-Compo, Expeditionary, Modular ALT Concept
 - Got Approval of ALT Concept and Design by AAC/AMC/Strategic Partner Community Leaders
 - Successfully launched Design into the TRADOC FDU Junior Army Wide Staffing Process



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Updates to Workshop Recommendations

2004 Acquisition Senior Leader Conference

Initiative #30 (Military Regional Rotational Assignment Program)

- Recommendations

- 36 - 48 month at regional site
- 18 - 24 month assignments, allows learning and application of skills
- Rotations done after OER periods / 2 OER same SR
- Reported to MILDEP semi-annually
- IDPs must align regional positions with rotation
- Primary rotation cycle - PM/Contracting (other positions aligned with previous experience)
- HRC reconfigured as Regional Assignments Officers for Majors/Captains

- Progress

- 48 months is the standard for assignments within the region. How the SRAO decides to rotate their personnel will be dependent on the region.
- Rotations will be addressed in the upcoming implementation plan
- SRAOs will report their progress to the MILDEP as requested
- All rotations and or positions will be documented on the IDP as well OER Support Form
- Rotations will not be based upon what you have had in the past but rather what you need in the future.
- HRC has not reconfigured themselves. They are working on the best way to address this program with their current structure.



Lead - MAJ Andrea

Williams

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Initiative #33 (Competitive Development Group Program)

- **Recommendations**

- Once selected for program, continuously tracked, put into challenging leadership positions
- Required to compete for PM
- Fast Track method to gain generalization experience
- PEO/Acq Cdrs identify specific positions reserved for CDG personnel
- 18-24 mos, rotate to other identified CDG positions
- No graduation, continuously tracked until either promoted out of CDG, opt out or selected for PM

- **Progress**

- Information Paper submitted Feb 05 outlining CDG program
- Established an alternate list as a means of maintaining full complement to the TDA will be implemented in YG06 announcement
- Addition of Phase 2 board panel interview
- 18-24 mos rotation will effectively limit CDGs to 2 long-term assignments
- Without the resources and policy needed to adequately address this as a central management issue, this initiative remains unexecutable

Lead - Ancel Hodges



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2004 Acquisition Senior Leader Conference

Updates to Workshop Recommendations

Init.#40 (Now #37) (Civ. Regional Rotation Development Assignment Program)

• Recommendations • Progress

- Issue memo establishing formal placement program
- Establish formal procedures for program admin
- Make it Multi-functional vs. Leadership (leadership being a by-product)
- Regional Management
- One Year Assignment
- Voluntary participation
- Organizational funding with centrally funded pool at region
- Formal graduation
- RDAP Program Administrator at each region
- Concurrent start in FY 05
- Final draft of Policy and Procedures announcement ready for staffing
- Established milestones for implementation and ready to go.
- Details of CRRDAP Posted on AKO
- Moving into Implementation Phase upon approval

Lead - Maxine Maples & Eileen Reichler



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Updates to Workshop Recommendations

Initiative #41 (AAC Intermediate Level Education Follow-on).

• Recommendations

- Include PMT 352 and CON 2XXA/B in either solution as core ILE Functional Area Training
 - ALMC establish Acquisition Intermediate Course (AIC)
 - Maintain DAU, NPS, and other equivalencies as options to meet AIC requirements
- Include Leadership Seminars
- Revalidate TRADOC funding both phases of ILE (Core + FA)

• Progress

- Army did not approve funding wedge for AAC follow-on course in POM.
- New Concept will be the basis for discussion at the TCW #2 as well as implementation issues.
- Dovetails on SSC at UT, TX
- Focus is on Leadership and less on certification

Lead - MAJ Aaron Brown



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2004 Acquisition Senior Leader Conference Updates to Workshop Recommendations Initiative #48 (PM Post Utilization Task Force)

- Recommendations
 - Issue memo establishing formal placement program
 - Establish formal procedures for program admin
 - Identify roles and responsibilities for program admin
 - Publicize the initiative to potential civilian PM Candidates
 - Research PM post-utilization DoD wide
- Progress
 - New Lead appointed 8 Feb 05
 - Reassessment of goals and objectives forthcoming.
 - Has been placed on year 2 priorities for AAC Transformation.

New Lead - Larry Israel



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Updates to Workshop Recommendations

Initiative #14 (now #5) (Design and Get Approved Future AAC Footprint)

- Recommendations
 - Address role of the AR and NG
 - Create wartime modules for stabilization and restoration operations
 - Convert civilian positions to EECF
 - Rebalance the force
 - Realign the military footprint
 - Conduct FD Tiger Teams to develop the Concepts and Designs
 - Develop the doctrine
 - Develop the leaders of tomorrow to lead new Unit
- Progress
 - Got Multi-Compo (AC, NG, and AR) Concept of Support and Organizational Design approved by AAC and Strategic Partner Leadership 10 Dec 04
 - Successfully launched FDU into Army Field Staffing 25 Feb 05
 - Established TF ALT Tiger Teams for development of wartime modules, training, doctrine, EECF, Equipment Solutions, TDA Augmentation Alignment
 - Developed Proposal for ALT Proponency, Subject of TCW#1

**Co-Leads Mr. Kee/COL Dellarocco
TF ALT G3 MAJ Kollhoff**

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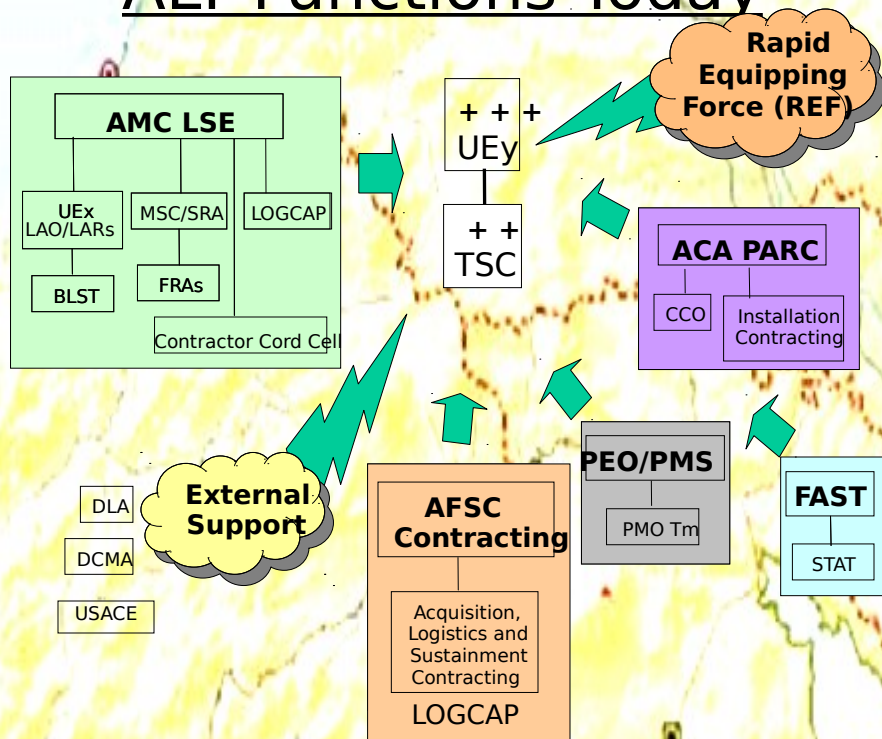
What Needs to Change...

Today

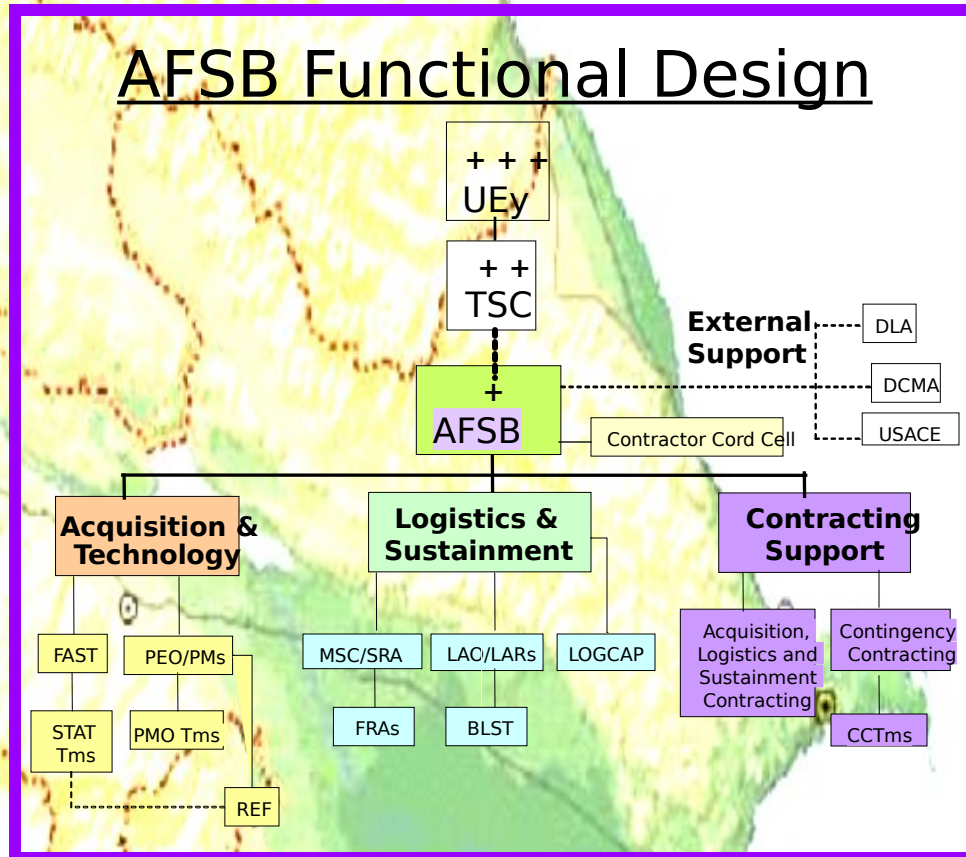


Tomorrow

ALT Functions Today



AFSB Functional Design



ALT Capabilities

GENERATING FORCE

OPERATING FORCE

AAE

ASA(ALT) MIL DEP
DCG ACQ & TECH

AMC

DCG OPNS &
READINESS

USASAC

**Life Cycle Management
Commands
Aviation / Missile**

**Communications /
Joint Munitions
Soldier/Ground
Systems**

PEO/ PMs

LIFE CYCLE SUPPORT

AFSC

AFSB(X4)

**T
S
C**

**W
A
R
F
I
G
H
T
E
R**

RDECOM

RDEC

Field Assistance in
Science &
Technology

Developmental
Engineering
Tech Insertion

Sustainment
Engineering
Insertion

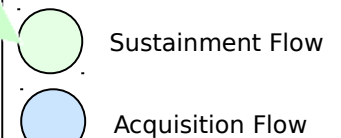
Contracting

**Materiel
Management**

**Industrial
Enterprise**

LARs

...A Seamless



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Focus For This Year...

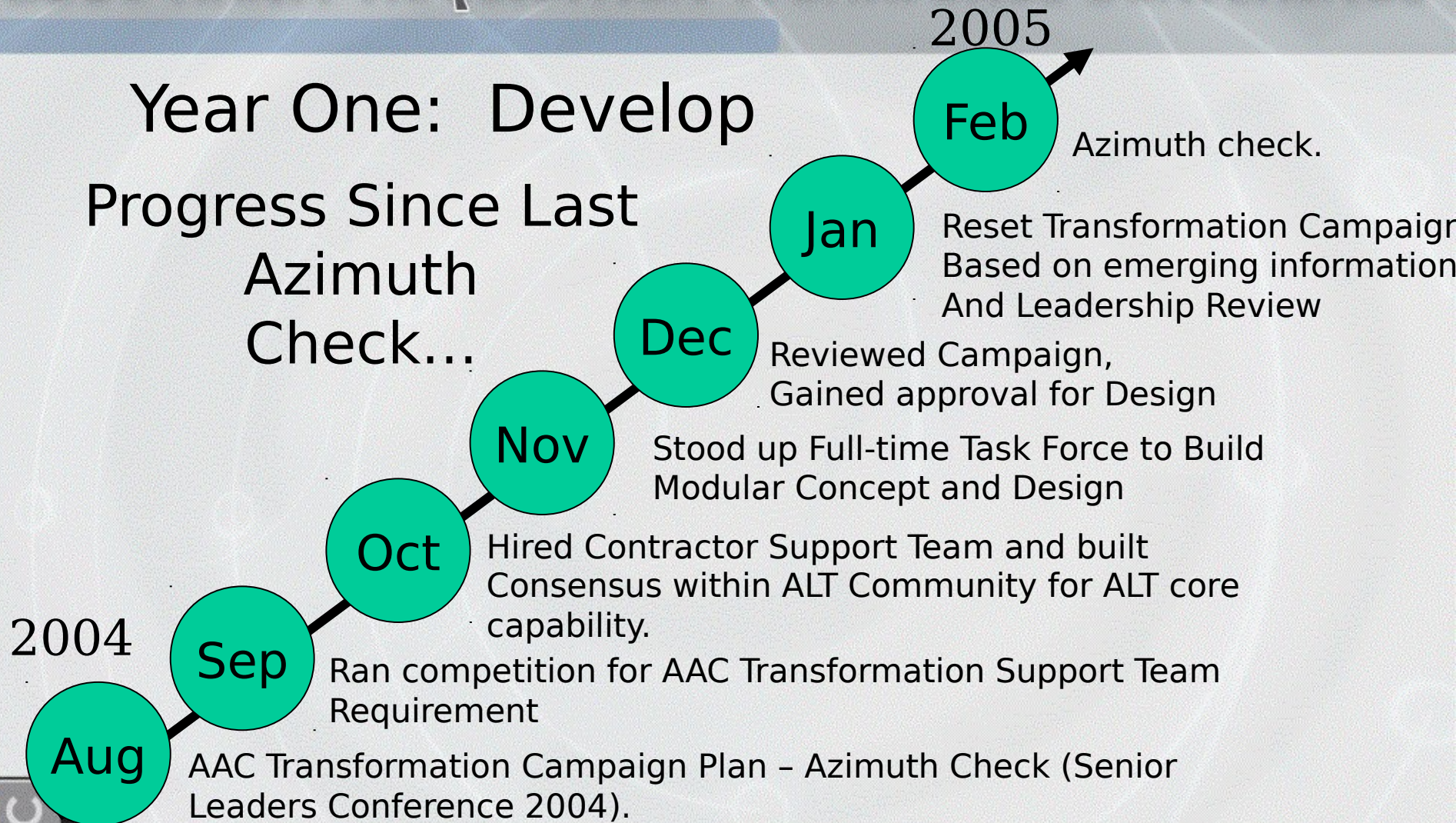
- **Implement** New Programs
- **Reshape Military ALT Footprint**
 - Goal: Increase Military Footprint from 33% to 55% in Support of Program Management
 - Commitment: Total Realignment to Fill New AFSB Design, No Bill to the Army
 - Intensive MAPL Scrub: All Positions must Meet Scrutiny and Develop Leaders
 - Create an ALT MOS Series (XXC, XXA, XXL)
- **Revitalize Role of Workforce Leaders and Supervisory Personnel** (New Role as Frontline Change Agents)
- **Institutionalizing Change:**
 - Design ALT Proponency, in Concert with Strategic Partners, for ALT Capability (AFSB) and the Supporting Institutional Workforce
 - Develop System Approach to ALT Support of the Fight
 - Take Part in Mainstream Army Processes
 - Devise "New" Allocation Rules for Sizing ALT Workforce
 - Form Up ALT Workforce Structure on Common Documentation and Get Arms Around Who We ARE to include the "L"
- **Communicate and Educate**

However, Job 1 is Supporting our Deployed Forces!

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Year One: Develop

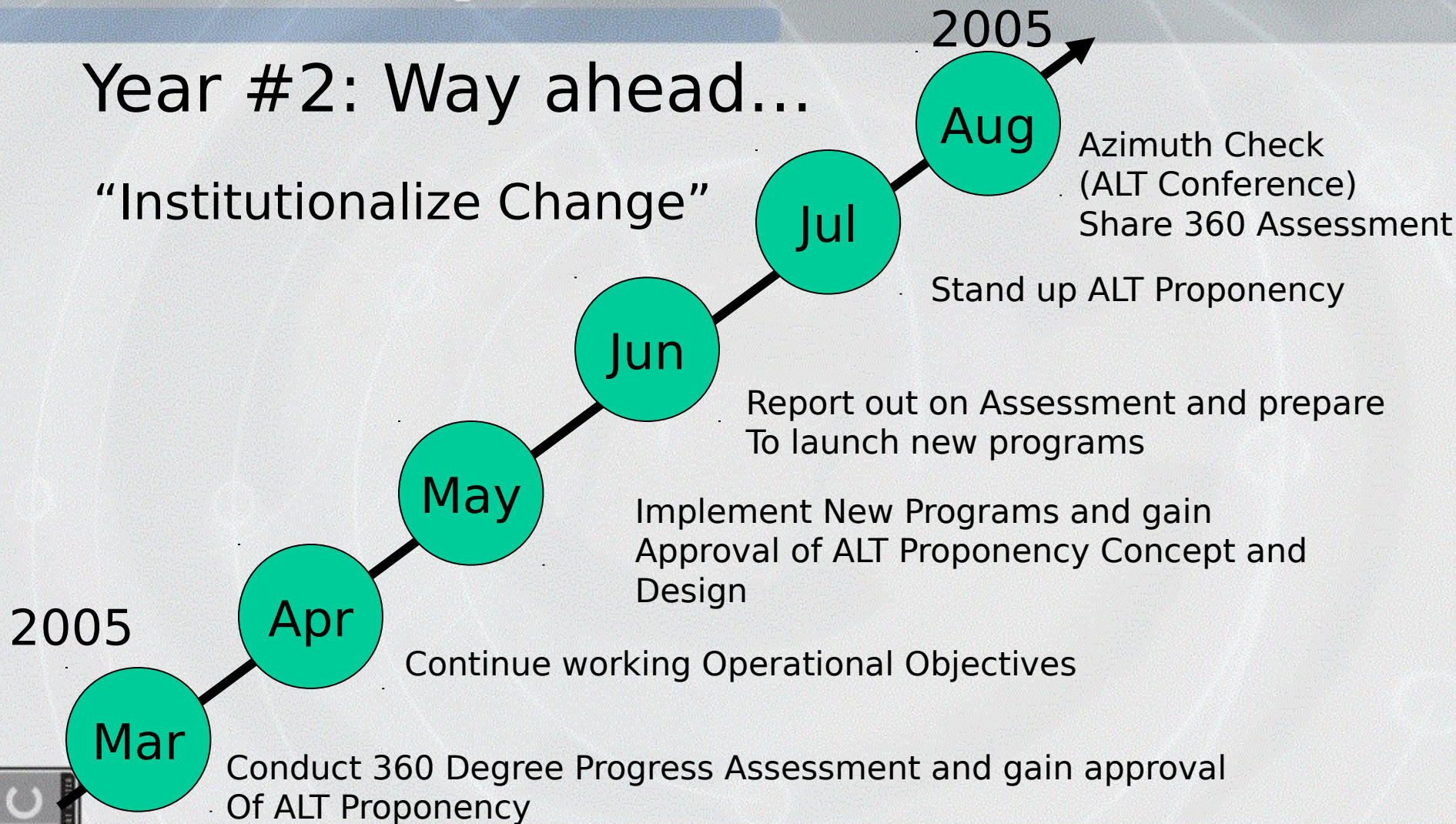
Progress Since Last Azimuth Check...



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Year #2: Way ahead...

“Institutionalize Change”

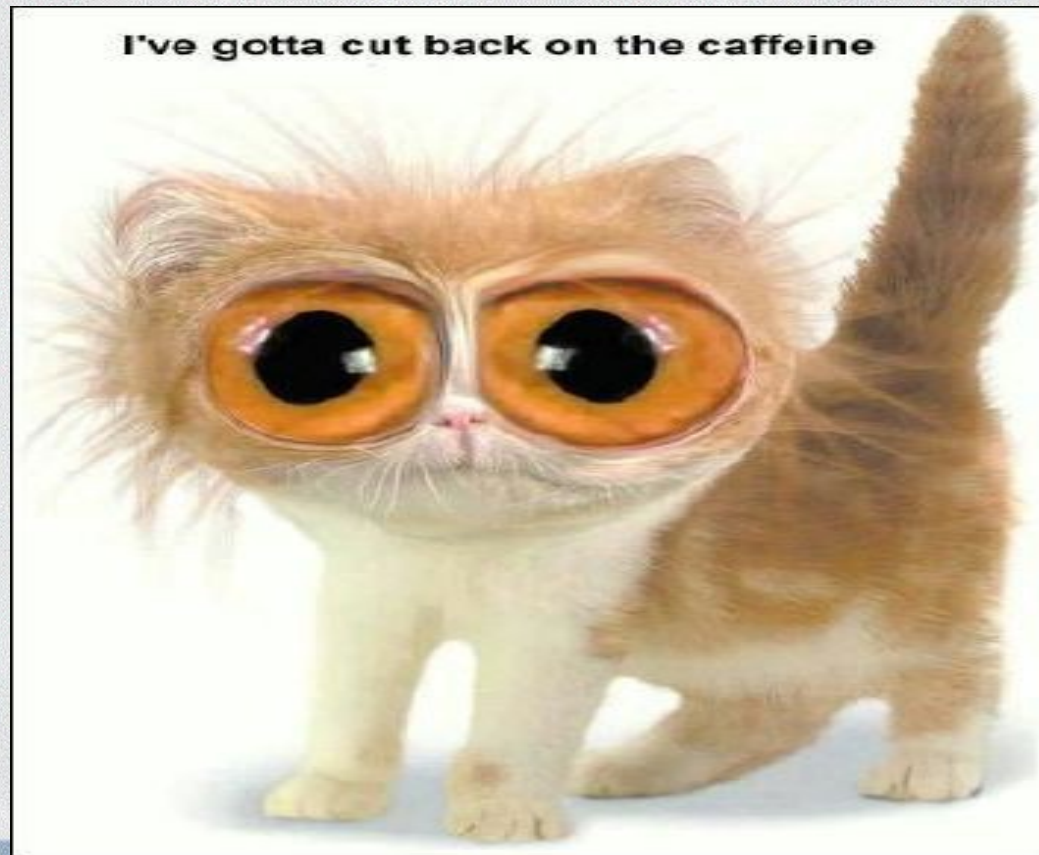


Transforming the Organizations, Leaders & Workforce of Tomorrow

Transformation Conference Activities

- Change Leadership Training
- Transformation Community Workshops
- Change Leadership Team Azimuth Check Working Session
- Report out to Senior Sponsor and Senior Process Leader of the Campaign
- Open Forum Outbrief
- Change Agent Recognition Ceremony

BREAK



Introduction Change Leadership Training

Welcome to the
“DR. Joy Show: Where
Transformation is Not a Dirty
Word and Spirit is More Than
Church on Sunday”

GOALS

- Find Your Passion
- Touch Your Spirit
- Teach You to Fight the Fences
- Share with You Love of the Journey

Special Guests

- Dr. Carl Sublett
- Dr. Quinn Pinckney
- Dr. Regina Hamilton
- BG (R) Edward Harrington

Change Leadership

- Phase I: Inform
- Phase II: Awareness
- Phase III: Understanding
- Phase IV: Action
- Ground Truth Session
- Breaking Down Barriers

Cues for the Day

- When I say “say what”
 - You say “say what?”
- When I say “amen”
 - You say “whatever you want to say”.
- When I say “hit it Mark”
 - You say “hit it Mark” (Feel free to move your bodies)
- When I say “Smack” [Music Stops]
 - Time to focus grasshoppers!!!!
 - Let’s get it on Hit it Mark!!!!